

POTTERY & GLASS



HUOTT PUBLISHING COMPANY

450 FOURTH AVENUE,

NEW YORK

VOLUME XV. No. 2

AUGUST, 1915

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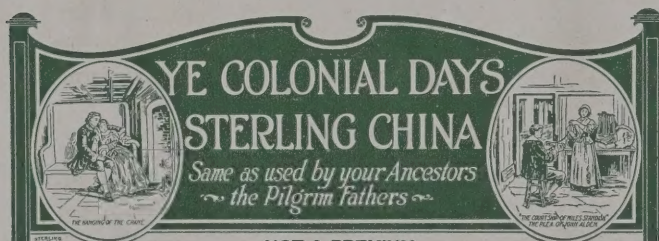
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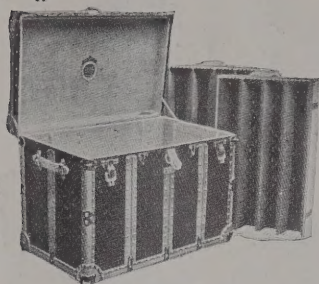
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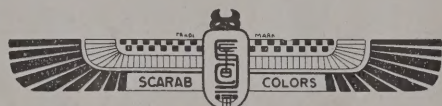
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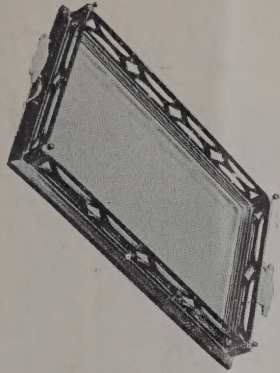
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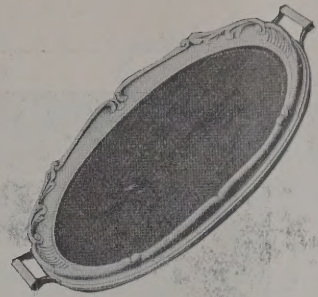
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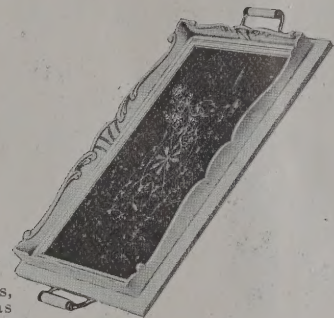
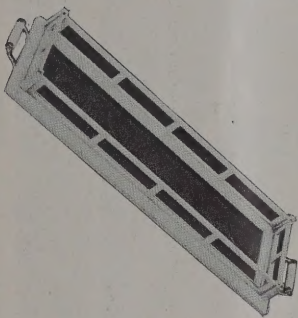
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FEBRUARY 1915
T. A. CAWTHRA & CO.
PUBLISHERS, NEW YORK

Volume XVII Number 5

25 cents per copy \$2.00 a year

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Ornamental vases, especially those of Oriental caste, have come into great vogue. The larger department stores throughout the country display them in quantities and the small dealer should at least display a few. Those modeled and decorated after the antique have the greater sale qualities and can be had in both china and earthenware. The two illustrated above are reproductions of antique Chinese porcelains.

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The Making of an All-round Salesman

THE IDEA THAT SALESMEN, LIKE POETS, ARE BORN, NOT MADE, HAS LONG SINCE BEEN EXPLODED. WITH THIS FALLACY SETTLED, THEREFORE, ONE CAN NOW CONSIDER THE THINGS OUT OF WHICH A SALESMAN IS BUILT, AND IN THE FOLLOWING ARTICLE A NUMBER OF THESE ITEMS HAVE BEEN TAKEN UP AND DISCUSSED.

IT MAKES no difference what business or profession a man is in, he must have, as an elemental prerequisite, a basic knowledge in or about or concerning the work he is doing. And this applies to the art of salesmanship just as strongly as it does to any other line of human activity. The successful acrobat has passed through a schooling of hard knocks (literally) and laborious twistings before he can lay claim to any professional qualifications. The clever musician has spent innumerable hours acquiring the virtuosic proficiency that makes him so popular. The lawyer, the doctor, the minister, stand on a knowledge that took many years to build. And the successful salesman must have spent time and energy in acquiring the things that make him successful.

Of course, in the art of salesmanship it is not nearly so easy to define the kinds of knowledge that are essential as it is in some of the other professions. For example, a young man may cultivate his conversational abilities, he may strive for an agreeable personality, he may acquire information on many things, and should he become a salesman all these items will stand him in good stead, and some one who knows his early life may remark: why he never studied to be a salesman. No, certainly not, but if he hadn't accumulated the things he did, it is a fair prognostication to say that he would have been anything but a success as a salesman. The fact remains, and it is essentially true, that you must study to be a salesman, whether your study is planned or unconsciously followed.

The true art of salesmanship consists in marketing goods, property, or services at a profit, and in such a way as to insure the future preferential dealings of the customer. Like everything else that is worth having, or doing, the becoming of a successful salesman requires effort and study. Certain qualifications must

be developed in the man himself, if they are not inherent with him, before he can hope to succeed. Therefore, the prime requisite is, that the man should know himself, know his own strong points, his own weak points, and should devote his energy to strengthen the strong ones and eliminate the weak ones.

Many men fail because they have too great a love of ease, entertainment and good times. Their expense account is worked overtime and their sales suffer, and they very probably acquire habits that will result to their detriment.

Again, a man must know himself sufficiently to control his own temper. Every salesman loses orders from time to time and there is no surer way of increasing lost business reports than for the salesman to lose his temper or self-control at such a time. The customer's respect generally vanishes with it.

Another element which goes to put the "MAN" in a salesman is a broad knowledge of men. No one person can read the character and characteristics of men infallibly. Generally, however, by study of the different individuals whom he meets, the salesman will find that men divide themselves into certain very distinct classes as regards their temperament, disposition and general business methods. He will find that all men, almost without exception, like flattery. This is also said to be true of the women. Some will take it only in homeopathic doses, and growl when they take it. Others will take it in allopathic doses, or by the carload, and smile as it is given. Properly applied it is a very effective medicine. To this end, a successful salesman must know when to talk and when to keep still. He should draw out the customer, either in regard to the business which he has in hand, or about any other subject in which the customer is interested. Every man has a hobby, and when he can be drawn out to talk that hobby, and receives,

or thinks he receives, careful, thoughtful attention, it is about the most subtle flattery that can be given to him.

A knowledge of self and a knowledge of other men, will bring to any man entering the sales field that characteristic which is at once the cheapest commodity and the one which pays the best profits of anything we have on our shelves, and that is the habit of courtesy.

The young salesman with the qualities before mentioned must also develop in himself a pleasant disposition. Even if things go wrong with him he must be a good actor and smile. A sunny disposition, even if it is only apparent, frequently helps entice the further order; a grouch—never.

General business honesty is again a particular qualification for an efficient and successful salesman. Some salesmen think that any possible trick is justified, just so long as they get an order from a customer. This policy might succeed, if customers grew like berry bushes and you had a fresh customer for every deal, but in nearly all kinds of business, you not only have to make a customer, but you have to live with him permanently and successfully, either as a company or as an individual. No business relation has progressed or ever will progress, that is not to the mutual advantage of both parties thereto. The salesman who does a dishonest, slippery trick, puts one over on the customer, but he runs altogether too strong a risk of decreasing the number of potential customers of his company by one or more; generally more, because there are few customers who are so small or insignificant that they cannot influence others. Personal honesty, therefore, as well as business honesty, clean living, and frankness, should be cultivated by the man having a desire to make a success in business.

Another faculty which must be developed to put the "MAN" in salesman, is resourcefulness and adaptability. In the process of a negotiation of any size, the setting is liable to change between its inception and its closing. In fact, it is changing every moment in its progress. Other than that, an end never would be reached. It is just as necessary that the salesman should be able to size it up and should be able to quickly change his tactics, as it is in the game of bridge whist. Those of you who have played the game know that frequently after the first three or four leads have been made, the player will have to change his line of attack entirely, if he wishes to win. The resourcefulness that will enable a salesman to know when to pursue the policy he has been following, and when to change it, and enables him to size up every move of his prospect or surrounding conditions that may come to the surface during the negotiations is to him an immense advantage. He must be quick to adapt himself to circumstance, either in such in-

stances as may arise in the negotiation or may arise in his association with men. A successful salesman must at all times adapt himself to the people with whom he is dealing.

Of course, it goes without saying that a successful salesman should know the product that he is handling thoroughly. He should study it, keep abreast with it in all its changes, just as much as a doctor or lawyer should study the incidentals of their profession. However, there have been salesmen real salesmen—who knew so little about the stuff they were handling that they would not recognize it if they met in a strange place. Such men, however, are never as valuable either to themselves or to the concern which they represent as men who do know their product, as they invariably require a considerable amount of technical assistance, and have to rely on others for such.

They lack a few of the elements required to put the "MAN" in salesman.

It is of greater importance that they should know the uses to which their material can be put and fairly conversant with the art as an art. To illustrate—a man might do very good work in selling dinnerware even though he knew next to nothing about china in a technical way, if he was thoroughly posted in the application of such goods to the purpose which the customer had in mind.

Energy and concentration, of "stick-to-it-iveness," are also necessary ingredients in the successful salesman, as much as they are in the successful man in any other class of business—no more, no less.

Combined with these essentials, however, the man who would succeed as a salesman must have a full quota of enthusiasm. Enthusiasm is the fuel which not only keeps the fighting fire up in the salesman but, properly controlled, kindles the fire of desire to purchase in the mind of the prospect.

Like any of the other brands of fire, however, enthusiasm must be controlled or it may lead the salesman into committing his firm into a contract which is not acceptable. Such ultra-enthusiasm leads to impossible guarantees or conditions, so that for safety's sake enthusiasm must be tempered at all times by a mild dip in conservatism.

In conclusion, if the candidate for success in the commercial field keeps his machinery cleaned with a clean life, knowledge of and control of self, knowledge of human nature and ability to recognize it when he meets it, knowledge of the material which he handles and its application, fires the boiler of his energy with plenty of enthusiasm, and lubricates his power plant with square dealing, a cheerful, pleasant disposition and common courtesy, that he will come mighty near developing power to put the "MAN" in salesman to make of himself a success.



A Profitable Department Store Unit

THE MANNER IN WHICH THE CONTRACT DEPARTMENT OF GIMBEL BROS. HANDLED THE FURNISHING OF THE NEW HOTEL TRAYMORE SHOWS POSSIBILITIES OF THIS DEPARTMENT IN ANY STORE

IN these days of modern merchandising the contract department has become one of the most important units in every large department store throughout the country. And it is by no means a department that should be restricted to the large establishment, for the smallest retail store can operate a contract department profitably given the business ability.

Many of the smaller stores or even large stores in the small cities, are letting local furnishing contracts go to outsiders when with a little initiative and progressiveness they could easily handle the business themselves.

When Gimbel Brothers went after the contract for the outfitting of the Hotel Traymore, Atlantic City, N. J., it was not their well stocked warehouses and department stores that enabled them to outbid all competition. They were not counting on drawing on these stocks for the hotel furnishings but rather on the ability of their organization to buy right, and then successfully finance the work. Every department store knows the trade channels through which to secure the merchandise needed. They know the cost and discounts of every little item, the approximate over-head charges, etc., and that is why department store contract departments throughout the country have become so successful.

Much credit for the handling of the Hotel Traymore to a successful conclusion must be given to Gimbel Brothers, Philadelphia. Well did they perform the terms of their contract, the great proportions of the house being so artistically handled that the huge structure is a gem of good taste and good cheer.

The house of Gimbel installed everything. They put in the table linens and the draperies, the ranges and the frying pans, every stick of the furniture, all the tapestries and carpets, the Chinese rugs, the china and glassware, the silverware, the dish-rags in the kitchens and the shades at the windows, the coat-hangers in the closets and the inkwells upon the writing desks, the desks themselves—everything that is in that house was put there through this firm.

It was as though a man in Philadelphia, with a new and empty house, had gone to the great department store of the firm in that city and had ordered there everything in the carpet, furniture and housefurnishing line, including the pictures upon the walls, that he needed for the complete equipment of his new home, buying nothing elsewhere. Such a thing would be an easy matter. The only difference was this, everything that went into the Hotel Traymore was made to special order, down to the last detail.

Everything in the Traymore is therefore in perfect keeping with the shell of the house that was so artistically erected after the plans of the architects. An expert consulting decorator fixed the color schemes and laid down the lines along which the furniture should be built, and Gimbels saw to it that the various manufacturers whose co-operation they had engaged fulfilled to the last letter their parts of the work.

In this great work, Gimbels needed coadjutors, great mills and factories, studios and shops, the leaders of the mechanic arts, all willing to collaborate with the artists who were working for an harmonious whole. This co-operation was secured and the great work went along smoothly.

The result has been that there is nothing in the hotel that strikes a discordant note. Harmony reigns, and in addition to living in surroundings of the utmost beauty and luxury, the guest at the house is in a restful, soothing environment.

It is also of interest to note that both the china and glassware used throughout this splendid seaside hotel is of American manufacture. In a contract of this kind, naturally, everything is especially designed to meet the requirements of the hotel in question, the class of trade catered to largely determining the quality of the goods and the artisticness of the pattern. The new Traymore was built to meet the requirements of the best class of trade and in choosing the china and glassware this fact was taken into consideration. The United States Glass Company, of Pittsburgh, Pa., were the successful bidders for the table glass, the initial order estimated at three thousand dozens of all sizes being supplied by factory "R" at Tiffin, Ohio, under the direction of George Dougherty, the superintendent. The Traymore service is made of full crystal de luxe metal and was de-

signed by the company's designer-in-chief, Reuben Haley, whose creations have been numbered among the best selling patterns placed on the market in recent years. The design is cut on rich lead blanks, giving the goods the clear ring and weight only founded in the best grade of cut glass.

The cutting shop of the United States Glass Co. is one of the best and most modernly equipped in the trade, over two hundred frames being constantly operated by the big force of skilled workers.

The china used throughout the hotel was made by the Lamberton Works of the Maddock Pottery Co., and both the shapes and decoration were made exclusively for the Traymore. It has a band border pattern with three conventional inserts, and is a very unusual class of decoration.

In conclusion it may be said that Gimbel Bros., merchants, have outfitted the largest, fireproof, resort hotel in the world. It is 18 stories from the ground. Made of concrete and steel, it is thus one solid piece of stone and iron set on deep foundations at the very edge of the sea. The hotel has 700 rooms and 700 baths, and it is conducted upon the American and European plans. There is also a Submarine Grill, unique in America.

The roof has three majestic domes; the highest of which rises so far about the Absecon Lighthouse that Uncle Sam's gleams along the shore for needy mariners will be inferior to the electric display at the top. Indeed, the Traymore is the highest point on the Atlantic Coast south of the Statue of Liberty.

The record of the hotels that have been furnished by Gimbel Brothers follows: Hotel Traymore, Marlborough-Blenheim, Young's Hotel, Atlantic City; Mount Holly Inn, Baltimore; West Jersey Hotel, Camden; The Ivins, Los Angeles; Hotel Vanderbilt, Victoria Hotel and Great Northern Hotel, New York.

Pine Beach Hotel, Pelham Hotel, Norfolk; The Majestic, Vendig Hotel and Hotel Adelpia, Philadelphia; Casa Loma Hotel, Arizona, and many others, truly a remarkable record for a single department in a great business establishment.

PETITION FILED AGAINST AMERICAN SYNDICATE STORES

A PETITION in bankruptcy has been filed against the American 5 and 10 Cent Stores, a corporation, with offices at 315 Fifth Avenue, New York, and stores in various cities, by Ludwig M. Wilson, attorney for the Taylor, Smith & Taylor Co., \$928; Standard Pottery Co., \$1,264, and D. E. McNicol Pottery Co., \$185, creditors. It was alleged that the corporation made preferential payments \$5,000, transferred merchandise and accounts \$1,000, permitted creditors to obtain preference by legal proceedings, admitted in writing inability to pay its debts, make a trust deed, and permitted an equity suit to be taken against it by 10

some creditors, and a receiver was applied for. Judge A. N. Hand on Wednesday last gave a decision in which he did not appoint a receiver, as the officers were allowed to continue the business. The corporation a few weeks ago asked creditors for an extension, and a committee was selected to arrange the extension. Nicholas Murray Butler, President of Columbia University, was a Director in the corporation.

WILKINSON COMPANY ASKS APPOINTMENT OF RECEIVER

THE Wilkinson Company, Brooklyn, N. Y., manufacturers of portable gas and electric lamps and lighting fixtures, have filed a petition in bankruptcy in the United States District Court, Brooklyn, and ask for the appointment of a receiver to continue the business. They state their liabilities are \$71,900.30 and assets \$161,344.61.

PARAGRAPHS FOR THE RETAILER

Lots of dealers never make a cent on their best exclusive agency propositions simply because they leave the goods to sell themselves.

* * *

It is better to spend a little time in keeping up the stock than to have to spend so much in trying to please customers who want something you are just out of.

* * *

If your shop is small, make the most of the personal element. If it is large, make the most of the advantages that go with bigness.

* * *

If you make absolutely no mistakes in your store, you are running the only perfect store. But if you do make mistakes, don't get mad when you are asked to correct them.

* * *

See that your store is opened on time in the morning, and let that be early enough. You cannot sell goods with the door locked.

* * *

Don't try to do business in the dark unless you are running a second-hand store. The bright store is the one that attracts the shoppers and sells the goods.

* * *

Don't make your store a nuisance to the public by allowing packing cases to stand on the sidewalk longer than necessary. Respect the rights of others.

* * *

The more lines of goods you can handle well, the more customers you will have; but remember that "handle well."

* * *

Don't turn down the commercial agency man. Perhaps you have all the credit you want, but even so it will pay you to have a good rating.

Salesmen's Outing a Complete Success

BUYERS, SALESMEN AND MANUFACTURERS MADE MERRY ON THE ANNUAL FIELD DAY OF THE POTTERY, GLASS AND BRASS SALESMEN'S ASSOCIATION

FROM the time the trim little steamer Commander threw off her lines and pointed her nose up the East River, until the final hawser had been pulled up taut about ten o'clock that night, Saturday, July 31, proved one long period of enjoyment to the members of the Pottery, Glass and Brass Salesmen's Association and the hosts of friends who accompanied them on their annual outing to Karatsonyi's, at Glenwood-on-the-Sound.

Even "Old Sol" the Sun God, outdid himself, the day being undoubtedly one of the hottest experienced this summer. But, outside of wilted collars, soon removed and saved for the return trip, no harm was done.

The sail up the East River and out into the beautiful Sound was thoroughly enjoyed by all, although it might be said in passing that by too close attention to the "wet goods" cabin quite a few of the boys missed the principal pieces of scenery.

The dock was reached about noon and with Alec Menzies leading the band, the march to the picnic grounds started. Everything was in readiness for the ballplayers and soon the field was filled with aspirants for the teams. However, Bill De Mars and Arthur Bean, try as they may, could not dig up a full nine of married men and as a final resort a few single men were taken on and the game started.

"Joe" Watte, who in his spare time does the buying for Butler Bros., officiated as umpire and got away with it without a protest. Bill De Mars started on the mound for married men, fanning Garvey as a starter. Smallwood came across with a single and promptly stole second and third, scoring when E. Kiefer singled to left field. Wagner and Zimmerman fell victims to De Mars curves and the single men took the field. Bill Doctor, the first man up, hit safely; Beck struck out, De Mars walked, both he and Doctor scoring on Baroff's long single. The single men counted twice in the second inning on a single by Wander and Joe MacCauley's home run to left field. Wagner struck out the married men as fast as they came up in their half of the second.

One more run was added to the score of the single men in the third, but errors and heat accounted for two more for the married men in their half, and the inning ended with the score tied at 4-4.

Langley Hawthorne replaced Wagner in the box for the single men and his slants proved the undoing of Levey, Beck and Ward. The heat by this time had taken all the enthusiasm out of the married men and the younger element ran wild on the bases, scoring four more runs.

The game was called after this inning on account of the heat, and, after patronizing the kegs, the start for the beach and track was made.

Bathing suits soon became the popular attire and those who did not participate and watch the various races took to the briny deep and its cooling influences.

The sports committee soon had the races going and in spite of the oppressing heat some remarkably fast races were run. The hundred-yard dash was run in three heats, the first two finishing qualifying for the final, which was captured in easy style by Max Teichman.

The shot-put was the second event on the list and brought out a big entry. And it was this event that caused the only unpleasant incident of the day, the 12 pound shot slipping out of Ira Clarke's hand and hitting Dave Wagner on the back of the head. He was rushed to a doctor but was soon back on the grounds making light of his escape from a serious hurt.

The fat man's race was the feature of the meet, however, and the speed shown by the big fellows was surprising. M. S. Benford won, but was hotly pressed all the way by Joe Watte and Oscar Eckland, the latter being caught in a jam at the start that retarded his speed until the half way mark had been reached.

Considerable interest was caused by the relay race between the Uptown and Downtown teams. The first relay showed a margin of at least seventy-five feet in favor of the Downtown boys, but as each succeeding runner took up the relay this lead was cut down, little Max Tiechman finally flashing across the tape in front of the anchor man of the Downtown team.

The athletes who distinguished themselves in more than one event were M. S. Benford, Teichman, Wander, Hawthorne and Benson.

The call for dinner was given at about five o'clock and the hungry salesmen found everything in readiness for them in the large open-air pavilion of Karatsonyi's Hotel. Everyone did full justice to the big shore dinner which was a fitting culmination to a day of big doings.

Before departing for the boat President Ed. F. Anderson arose and in a masterly manner paid tribute to the manner in which the committees had done their work. He wound up his remarks by calling attention to the good fellowship existing in an association in which Germans, French, English and Americans worked in harmony beneath the stripes and stars of "Old Glory." He was loudly applauded. The crowd then made its way to the boat and the start for home was made, the dock being reached about ten o'clock after an enjoyable trip down the Sound. The summary:

POTTERY AND GLASS

of the track and field events is as follows:

100-yard dash—First, Teichman; second, De Mars; third, Williams; fourth, Hawthorne.

12-pound shot put—First, C. Zimmerman; second, M. Zimmerman; third, McCauley.

Running high jump—First, Wagner; second, Hawthorne; third, De Mars.

Fat men's race—First, Benford; second, Watte; third, Eckland.

Relay race—Winning team (Uptown)—Frey, Wagner, Wander, Teichman.

Three-legged race—First, Teichman-Wander; second, Wecker-Benson.

Shoe race—First, Benson; second, Ullrich; third, Williams.

Swim—First, Benford; second, M. Zimmerman; third, McDowell.

Consolation 100-yard dash—First, Plumb; second, Heyman; third, Reinhardt.

DISPLAY MEN CONVENE IN NEW YORK.

WITH more than three hundred and fifty members present the International Association of Display Men, from all parts of the country, attended the opening session at the Waldorf-Astoria of the eighteenth annual convention last week. The hall was well filled when C. J. Potter, president of the association, called the meeting to order and introduced Controller William A. Prendergast, who, in the absence of Mayor Mitchel from the city, welcomed the delegates.

Percy S. Straus of R. H. Macy & Co. was presented to the convention by President Potter as "a young man who is strictly with you and one who has done much for display men and their work." Mr. Straus began by saying that his firm had studied the display situation in New York. He said:

"It may be because there are many specialty stores, but it is certain that we do it scientifically. I believe also that there is no better place than the Metropolitan Museum of Art to get ideas for display purposes. The work of the display men is now regarded as a profession. The change of the name from 'window dresser' to 'display man' is indicative of the growing importance of the work. Too often an artistic temperament makes it difficult for a display man to adhere to the rules of the store with which he is connected. There must be co-operation."

Responding to the addresses of welcome, John H. Hobelman of St. Louis told his hearers that about the only time the average display man talked was when he was endeavoring to get his employer to spend \$500 for display fixtures.

"The window trimmer was looked upon as a man with a hobby in the days gone by," said Mr. Hobelman. "It was not long ago that a man had to fight to get a bolt of cheesecloth to make display. Now he can get a bolt of velvet if he wants it, and the display man today has his office, just as the advertising man has. The position of men in many of the stores is not a bed of roses by any means.

I venture to say that there are men who came here at their own expense, instead of the stores sending them, as they do the buyers."

GETTING THE PUBLIC INSIDE THE STORE.

IT is a generally conceded principle of merchandising that once a person displays sufficient interest to enter a store a sale is half made. How to arouse this initial interest is the problem with which every merchant is confronted, and in the solving of which he must be governed in part by local conditions. However, there are certain well established agencies that can be employed, and which if handled intelligently will assist materially in producing the desired results.

Obviously a reputable merchant can not resort to the tactics employed by shyster clothing concerns in some of the larger cities, and engage a "puller in" to stand in front of his door and waylay the passerby who pauses for an instant, dragging him by main force inside, where he is turned over to any but tender mercies of a clerk. The average retailer who tried such a course would last just about long enough for the injured party to call the police.

Two mediums are at his command, however—newspaper advertising and window displays. On the advisability of using the former extensively there may be an honest difference of opinion, although intelligently handled it always proves effective. There can be no reasonable ground for argument as regards the latter.

The show window is the agency that attracts the attention of the passerby, that causes him to pause, to consider, and often to enter the store in quest of an article whose desirability was suggested by the display made. Once he has crossed the threshold, if a sale does not result it can usually be traced to an inadequate stock or an inefficient salesman.

Show windows serve to introduce the store to the passerby, and the more effective they are made the more favorable the impression created. Merchants have come to realize the important part these windows can be made to play in the role of trade coaxers, and they are handling them with an intelligence and a skill that often becomes high art.

It takes more than mere window displays to sell goods; but they are potent agencies in arresting public attention, in suggesting needs, in creating a desire that is readily turned into a sale.

Plan to make your show windows as attractive as possible. The largest and most successful concerns in the country pay handsome salaries to expert window trimmers and find that such a policy pays. You may not be in a position where this expenditure would be warranted, but this need not be counted a handicap. Often a simple display proves just as effective as an elaborate spread.

Practical Law for the Buyer and the Seller

A Department Devoted to a Discussion of the Various Legal Matters That Are Constantly Confronting the Man in Business; the Opinions Rendered Are Based Upon Actual Decisions.

WRITTEN AND COPYRIGHTED BY

ELTON J. BUCKLEY

THE LAW OF A CASE INVOLVING A DISHONEST SALESMAN.

An employer's legal responsibility for the things his salesman says and does is brought forward by a letter just received through a New York paper. Readers will bear in mind that the law is the same both as to the salesman of a manufacturer or a jobber, traveling on the road, and the store salesman or clerk of a retail dealer:

We have been put in an uncomfortable situation by a dishonest salesman, and should much like your advice on the legal complications which have ensued. This salesman has been in our employ for several years, and always went straight until a few months ago, when he got in with some bad people, and since then he has gone from bad to worse. He has mixed us up with our customers in several ways. To begin with, he took orders for certain of our merchandise at a cut price. The price is far below our cost, and of course he had no authority to name any such price. In selling the goods at these prices he made out an order at the regular price, which he sent to us, and left a duplicate with the customers containing the cut price.

He also has collected a considerable sum of money from various customers and has failed to turn it in. We fear this when ascertained will run into several thousand dollars.

The worst thing he has done, however, is to guarantee a certain preparation which we sell as fit for a certain purpose, which it is not fit for at all. It is similar to other preparations which are used for that purpose, but we have never sold it for that, and all our salesmen have been instructed to tell the trade openly that our brand was not sold for any such purpose. By untruthfully representing that it would do the work in question, this salesman has gotten quite a number of orders, and from buyers who have recommended it to their own trade for that, and when it did not make good the customers came back on their dealer, and the dealer now comes back on us. We are in a bad mix-up on this account.

What is our legal status under all these complications?

It has always been a mystery to me that there were not more cases of this sort. An employer is to a very large degree at the mercy of his salesmen or his clerks. Good salesmen are scarce; therefore when a man gets a chance to hire what looks like one, he often snaps him up without looking deeply enough into his past.

The three questions presented here are common to any employer:

1.—When a salesman, without authority from his employer, or even perhaps against the positive instructions of his employer, takes an order for goods

at a cut price, is the employer bound to fill it, or can he collect the regular price of the goods from the buyer?

2.—When a salesman collects money for his employer, without authority, or again, even against his employer's instructions, can the employer claim that it was paid to the wrong person and must be paid again, or is he bound to regard it as equivalent to payment to himself?

3.—When a salesman makes false representations or warranties about goods he sells for an employer, against the wish and order of his employer, and in consequence the customer gets into trouble with his own customers and has to take goods back and refund money, can the employer also be compelled to take the goods back and refund money, or can he claim that he is not responsible, because the salesman acted without authority?

In a nutshell, the answer to all these questions is "course of dealing." A salesman can do, and bind his employer in doing, anything, like or similar to what his employer has recognized the salesman's right to do before.

To explain, consider the cut-price question first. I can make this plain by citing two imaginary cases. First. A salesman goes to a retailer and offers certain goods at a certain price. The retailer refuses to pay the price, and the salesman, after some haggling, cuts it without consulting his employer, who subsequently accepts the order at the cut price. This, which we will say happens several times, gives the retailer to understand that the salesman has some jurisdiction over prices. Second. A salesman offers goods to a retailer at a certain price. The retailer declines to pay the price and says that unless it can be reduced he will not buy. The salesman tells the retailer that he has no authority to change the price, but he will wire his house and see if they will change it. This he does, and afterwards reduces it or refuses to reduce it, as the case may be. This, which again happens several times, gives the retailer to understand that the salesman has *no* jurisdiction over prices.

In the first case a salesman who took an order at a cut price would bind his employer, and the latter would have to fill it; but in the second case he would not, because in the first the employer led the retailer to understand that the salesman had some authority over prices, and in the second case he did not.

As to the collection of money, if the employer had permitted the salesman to collect *previous* bills and had accepted the money and receipted for them, then he gave the salesman standing as a collector, and any payment made to the salesman would be legally equivalent to payment to the house.

But if the salesman had never collected before, and the retailer knew that the custom of the house was that he should remit direct, which before he had always done, then he would pay the salesman at his own risk, and if the salesman stole the money, the employer could say: "You never really paid me at all, for the salesman was not my agent for the purpose of collecting. I never told you to pay him; I never in any way led you to believe I wanted you to pay him." In this the employer would be right, and the retailer would have to pay his bill again.

As to the false warranties that the salesman made, undoubtedly the employer is responsible for them, and must straighten the matter out with his customers, even to the extent of taking back the goods and refunding the money, and even further than that—paying any loss which his customers sustained. This because making representations and warranties about the goods was clearly within the scope of the salesman's authority, since that was a real part of the business of selling, which the salesman was sent out to do.

An irresponsible salesman can involve his employer in more legal liabilities in one hour than the employer can untie in a year. Some time I shall suggest how a salesman can be so tied up by legal contract that he can be prevented from doing this.

(Copyrighted, June, 1915, by Elton & Buckley.)

BRYCE BROTHERS CO. SHOW LINES IN NEW SALESROOMS

THE new salesrooms of Bryce Brothers Company at 240 Fifth Avenue, New York, are now ready for the inspection of their friends. The location, between Twenty-seventh and Twenty-eighth Streets, is to be commended from every point of view. It is on one of the main thoroughfares of the city, within two blocks of the subway and "L" stations, and in the centre of the hotel district.

The showrooms themselves, which will take rank with the finest in the city, are decorative in certain details, yet always unobtrusively, stopping just at the right point and always retiring in favor of the beautiful glassware which sparkles on their shelves and whose charms they are planned to display. The building was once a residence of historic old New York and the simple decorative lines of the Colonial period have been followed throughout, it being Mr. Dithridge's idea to leave undisturbed this charming style of architecture.

The fixtures were designed with this idea in mind, and are an adaptation of the simple lines of the Adam Brothers.

The color scheme was given much attention and thought because where crystal is involved one must be cautious what color tones surround it, owing to its well-known tendency for borrowing color from its surroundings. The fixtures, the large doorways and windows with their graceful, sweeping arches, are in ebony finish. The wall fixtures are also of this same finish and occupy the lower half of the wall, with a background of alternate mirror and black leather. Below these, extending round the entire room, is a counter shelf relieved at varying intervals by console tables, wall cases and most interesting little cupboards with Colonial glass doors, all supported with the graceful, tapering legs of the period mentioned above. The walls are a delicate Italian gray harmonizing perfectly with an ornate Colonial frieze of old ivory and gray.

The rear room, with its large arched windows, with their leaded glass affect and long, upholstered window seats, the handsomely carved mantel of pink marble with its open fireplace, is truly reminiscent of Colonial days.

In conclusion it may be said that, while a beautiful and distinctive showroom has been produced, the fact has never been lost sight of that it is a commercial enterprise and its mission is to display the immense lines of blown stemware and tumblers made by Bryce Brothers Company.

Much thought has also been given to the lighting arrangements and Mr. Dithridge has decided upon a simple drop fixture, the prominent feature of which is the long crystal pendants, a feature of every Colonial lighting fixture.

The large show windows, occupying the entire front of the salesrooms from floor to ceiling, will be used solely for display purposes.

TIMELY POINTERS FOR THE DEALER

One thing is certain about dead stock: the longer you keep it the deader it gets.

* * *

If you are carrying a stock of goods on your books and one in the warehouse, and another in your store, you are carrying too much.

* * *

Don't count on your landlord doing anything more for you than the actual written lease calls for. Verbal agreements between landlord and tenant do not hold anybody to anything.

* * *

Don't get the idea that the store's collecting can be done by any one who happens to have nothing else to do. Collecting is a job that calls for proper handling by a good man.

* * *

A prosperous-looking building produces an effect that you cannot afford to lose.

The Final Disposition of Cost Figures

LAST OF A SERIES OF ARTICLES ON COSTS IN WHICH A SYSTEM OF DISTRIBUTION THAT WILL PROVE ALL ACCOUNTS TO WHICH ALL PRODUCTIVE AND NON-PRODUCTIVE LABOR, MATERIALS, GENERAL AND OTHER EXPENSES CAN BE CHARGED IS OUTLINED

WE have explained how wages are paid, how inventories are taken, how raw stock is handled, how burden is distributed, and the kinds of forms used in keeping the cost records.

This naturally leads to the inquiry, "What is done with the cost figures after they have been collected?" They must be posted either as debits or credits to certain accounts. Therefore, it is necessary to design a system of distribution that will provide accounts to which all productive and non-productive labor, material, general and other expenses can be charged. It should be arranged so that charges can be made against each department and also against any shop or production order, so as to give an accurate analysis of cost.

All material requisitions and labor tickets pertaining to a production order should bear the order number, and on the labor tickets the department number should also be recorded. If the order is for plant repairs or betterments, both requisitions and labor tickets should bear the number of the department for which the improvement or the repairs are made. By thus identifying the labor ticket or requisition for material with a job and department, it becomes comparatively easy to distribute the cost to the department account and to the job.

As has been pointed out before, it is absolutely necessary to draw a distinct line between the selling and manufacturing end of a business. The cost to make goods is one thing, the cost to sell is quite another, and if this fact is borne in mind from the outset a great amount of confusion will be avoided.

The following "Card of Accounts" is typical of a large manufacturing business and is so arranged that all accounts, including selling, manufacturing and general expense items are segregated into their proper groups. A "card" for a large business has been selected because it shows what is necessary for accurate accounting in big concerns and at the same time includes all of the fewer accounts which are necessary to smaller concerns. For instance, out of the forty-one general accounts shown, a small concern could select possibly fifteen or twenty which would answer all its requirements. The first thing before establishing a set of account numbers, is to decide what departments and items you wish separate accounts for, and which ones naturally group themselves together under one account number.

Again, it is essential to make the system fit the business. Above all, when requirements change and new conditions arise, do not try to crowd expenses on

one account number just because you have no other place to charge them. It is much easier to assign new account numbers and means more accurate, scientific results. All of the general accounts shown on this card, that present any difficulty in understanding, are described briefly, so that a little study of them should give the reader a very clear idea of what each one is intended to include and how it is used.

Card of Accounts.

CAPITAL ASSETS.

1. Patent account.
2. Good will account.
3. Real estate and building account.
4. Special tools account.
5. Plant machinery and equipment account.
This includes all machinery, shafting, pulleys, belts, standard bench tools, boilers, piping, ventilators, motors, etc.
6. Patterns and drawing account.
This includes all patterns, drawings and blueprints necessary to the manufacture of the product.
7. Inventions account.
This includes cost of experimental work and development of new features.
8. Factory Furniture and Fixtures Account.
This includes all furniture, fixtures and apparatus necessary to the factory.
9. Office Furniture and Fixtures Account.
This includes all articles of this nature pertaining to the general office equipment.

FACTORY INVENTORIES.

10. Raw Material and Supplies Account.
This includes raw stock, millwright and small tool stores, packing cases, etc., which may be treated as separate accounts where the nature of the business demands it.
11. Finished Parts Account.
This includes all finished stock and accessories which can be treated as separate accounts when necessary.
12. Miscellaneous Inventory Account.
This includes scrap, inventory adjustments, dismantled machines, etc., which may also be treated as separate accounts.
13. Work in Process Account.
This includes all parts and sections of a product that are in process of construction, together with all labor and material expended on them.

(Continued on page 28)

POTTERY AND GLASS

WITH WHICH IS COMBINED

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GLASS AND POTTERY WORLD, Founded 1893.
CHINA, GLASS AND POTTERY REVIEW, Founded 1897.
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STOP AND CONSIDER

The fiscal year of the United States ended June 30, and the trade balance in favor of home producers was just short of 1,000 million dollars. This is a record for America—the greatest trade balance in our history—greater by over 400 million dollars than the best previous record attained in 1908. And this record is all the more remarkable because it was attained in a year when commerce was depressed by war—a year looked upon as a supposedly poor year.

Stop for a moment and think what this stupendous trade balance means. One thousand million dollars more money coming into the United States than went out! A very prodigious sum. A figure almost incomprehensible. A foundation that should lift America supreme in the economic and commercial marts of the world.

Grass cannot grow in fallow ground—stones will not support for long a sturdy tree—sand is a poor foundation for a stone building—and a country that is poor and destitute of wealth does not encourage business.

America—by virtue of the very figures we have quoted—is not poor, it is not falling off in resources, it is not expending its wealth elsewhere. It is ripe and prime for strong, wholesome business. It is on the threshold of the greatest opportunity in its history—of the greatest opportunity, perhaps, that has been presented to any country in this age or in any other age.

And what steps are you taking to claim the proportion of the opportunity that is yours? It is a question worth your deliberation—stop and consider it.

COMPETE IN QUALITY NOT PRICE

Oven in England they have already started to capture German trade in America. They are going to produce more goods and better goods, and they are going to come into our country with every energy attuned for a successful commercial harvest.

And in Germany they have set out to do the same.

And from the struggle for commercial supremacy that will arise between these countries, we here in America should learn a valuable lesson. For the plans of both call for better material, better workmanship, and better goods. There will be no cutting of prices, no offering of discounts, no special terms; the customer will be given the same quotations as formerly, but the goods will be worth more, intrinsically, they will be more cleverly fabricated, more conscientiously designed, and of better value from every standpoint of utility.

Unfortunately, most countries, when they make a bid for new trade, rely on the lure of price. They think that money is the consideration and the desideratum. They build cheap goods and sell them cheaply. And all the while the consumer is looking for quality without a care for cost.

Let the American manufacturer create for himself a new campaign, and let him take for his own the motto of his co-worker over the ocean: "Perfection not price, quality not quantity, merit not meretriciousness."

THE ART OF SELLING

It is an exploded theory that talk is the foundation of all salesmanship. Time was, of course, when the man who could string words together cleverly and talk and argue by the hour, sold the most goods. Perhaps it was those days, too, which gave proof to the statement that a man without wind for his sails was no salesman.

The modern salesman must be cautious in his talk. He must give more consideration to the manner, the method, and the time of his speaking, than to the volume of words he uses.

For some buyers who are calm, deliberate and not voluble, delight in the visit of the salesman who is reticent. His very silence is eloquent, and the occasional "Yes" and "No" which he permits to escape him cement friendship and pave the way to an easy and profitable sale.

And some buyers favor a salesman who talks only when talked to. They want to ask questions themselves. They believe as the philosopher did, that the man of power propounds while the other man expounds.

The salesman who will succeed, therefore, should study all men at all times. He should square his actions to no one standard. He should be flexible in mind and ready for any and every contingency which may arise.

Technical Facts and Figures

AN INTERESTING DEPARTMENT OF TIMELY COMMENTS ON SUBJECTS OF PARTICULAR INTEREST TO THE POTTERY AND GLASS TRADE

VISCOSITY OF PORCELAIN BODIES HIGH IN FELDSPAR.

IN these tests at the Bureau of Standards, Department of Commerce, the degree of softening of previously fired porcelain bars subjected to a tensile stress of 14.5 pounds per square inch, at a series of temperatures between 1,275 degrees and 1,380 degrees C., was determined by measuring the elongation. In a paper on this subject it is stated that the object of these tests was to obtain data for selecting compositions showing the greatest rigidity at the highest kiln temperatures for the purpose of selecting bodies causing heat loss in manufacture due to deformed ware.

Higher contents of feldspar increase the viscosity of low-clay compositions markedly. In a 45 per cent. kaolin-clay body 35 and 40 per cent. of feldspar are most effective in decreasing the viscosity, but higher percentages again increase it. Still higher clay contents cause the softening effect of feldspar to diminish decidedly. Flint, in high feldspar bodies, does not seem to be an important factor in governing the viscosity. For high-temperature porcelains high-clay content is essential. High-clay bodies having feldspar as the only other constituent show very great viscosity.

The function of viscosity is not a continuous one. After attaining a certain degree of softening, a well-defined rigid state ensues, which does not tend to approach further softening until a temperature of 1,345 degrees has been reached. Beyond this point the second stage of decided softening is entered upon. Although showing the same degree of viscosity at 1,388 degrees, bodies may be divided into several classes according to the degree of softening observed between 1,300 degrees and 1,345 degrees.

SODIUM SALTS IN THE PURIFICATION OF CLAYS.

IN Technologic Paper No. 51, issued by the Bureau of Standards, Washington, D. C., the results of some work involving the addition of small quantities of sodium carbonate and sodium silicate to clay suspensions are published. Clays mixed with water may be considered to consist of a system of fine particles varying from comparatively coarse to very fine grains 0.003 mm. and less in diameter. It is a curious fact that these fine particles are very sensitive to the influence of small quantities of alkalies, salts, and acids, and hence the properties of the clays as a whole are affected to an important

degree by such additions. Alkalies tend to break down the grains into still finer particles and to hold them in suspension. At the same time the fluidity of the system is increased so that a separation is possible between the particles capable of greatest dispersion (the clay substance proper) and the coarse particles which comprise the principal impurities. A method of purifying clays is thus suggested. Acids and salts act in the opposite sense, tending to coagulate the particles and to precipitate them. In the casting process employed in the manufacture of sanitary ware and other clay products the effect of the alkalies consists essentially in reducing the water content, and with it the drying shrinkage, which is essential in preventing the cracking of the ware. In this paper the characteristic effect of the alkalies upon different American clays was studied from several standpoints, particularly with reference to the viscosity of the clay suspensions, the absorption of the reagents, the strength of the treated mixture in the dried state, and the influence of time. The effect of different clays upon each other was also studied.

THE LEADLESS GLAZE USED IN DENMARK.

THE following receipt of a leadless glaze in most potteries in Denmark is made as follows: Calcined soda 100 parts, boracic acid 90 parts, kaolin 12½ parts, whiting 40 parts, feldspar 75 parts and quartz 28 parts. This mixture constitutes the frit and must be mixed and burned together. After fritting, grind finely and use 48 parts of ground frit with 11 parts of kaolin and 5 parts of feldspar, and the glaze is ready for use. Mr. Fisher-Moller gave a very interesting talk in connection with the leadless glazes before the Danish Potters' Association, which held its annual meeting in Copenhagen last November.

GAS MANTLES NEEDED IN SOUTH CHINA.

THERE seems to be a good opportunity for American manufacturers of gas mantles to secure much of the trade in such goods in the Far East. The matter is altogether one of comparative quality and price, states Consul General George E. Anderson, Hongkong.

There are no statistics available as to the volume of the imports of such goods either into Hongkong or all China, but the trade has been considerable. Since the war German firms in China have been unable to secure further supplies of mantles or of thorium nitrate from Germany. They have carried

on trade to some extent since that time in mantles in stock at the outbreak of the war, the stocks having been large. In Hongkong the German firms themselves have been placed in liquidation, but considerable stocks of mantles for gasoline lamps, which constitute the trade in the interior, have been sold through the Chinese dealers handling that branch of the business.

Mantles for coal gas have been handled almost entirely by the local gas company, and have come entirely from Great Britain since the war. At present the two branches of the trade—that in coal gas mantles and that in gasoline-gas mantles—are quite separate. The former is handled by the local gas company (the Hongkong & China Gas Co., Ltd.) and the latter by several Chinese firms. Among the latter are the Tsang Kwong Co., of Des Voeux Road Central; the Tai Kwong Co., of Lee Yuen Street East; and the Chuen Kwong Co., of 43 Wellington Street. The gasoline mantle business is not very large in volume, though it is likely to expand indefinitely as improved means of lighting are introduced into interior cities. At present the chief demand locally is for certain fixed styles of mantles, a large number of one style of which are used by the local company in its street-lighting service.

CERAMIC SOCIETY TO MEET AT NEW CASTLE

THE seventeenth summer meeting of the American Ceramic Society will be held August 25, 26 and 27 inclusive. The meeting will begin at New Castle, Pa., and will conclude on the third day at Rochester, Pa., visits being made to Bessemer, Crescentdale and Beaver Falls. On Wednesday, August 25, the Ceramists will gather at the Lawrence Club from where the start will be made for a visit to the works of the Universal Sanitary Manufacturing Co. After Luncheon the party will visit the plant of the Shenango China Company. Thursday morning the party will proceed to Bessemer, Pa., to visit the plant of the Bessemer Limestone Co. An inspection will be made of the plant of the Crescent Portland Cement Co., Crescentdale, Pa., in the afternoon, the party leaving for Beaver Falls at five o'clock.

The Beaver Ceramic Society will entertain at dinner, after which that organization will formally disband and organize as the Beaver Section of the American Ceramic Society. Friday morning will be spent at the Armstrong Cork Company plant. At one o'clock a visit will be made to the Brighton Chemical Company's plant, manufacturers of borax and boric acid, in New Brighton. The party is scheduled to inspect the plant of the Beaver Valley Pot Company, Rochester, Pa., at two o'clock, and at three-thirty the plant of the H. C. Fry Company, manufacturers of blown table and bar glassware.

For those who come from a distance, and who desire to use Saturday also in sight-seeing, there are numerous opportunities. East Liverpool is distant only 30 minutes' ride, and Pittsburgh one hour. There are many other ceramic plants in Beaver Falls, which were visited on our previous summer meeting at Beaver Falls, and are not included this time, solely to avoid repetition. All of these plants stand ready to welcome any A. C. S. visitors who desire to call. In Pittsburgh, the U. S. Bureau of Standards, and the U. S. Bureau of Mines, are located, and should be seen by all who are not familiar with their work.

SUGGESTIONS FOR THE STORE MANAGER

A hard-to-open front door is a stumbling block in the way of the progress of your business.

* * *

The dark corners of a store accumulate dirt and rubbish, and cost the store more than it would cost to keep them lighted.

* * *

Nobody has ever found that it costs more to keep things in their right places than scattered all over the place wherever they were used last.

* * *

One of the stones that ought to go into the foundation of every retail business is "generosity."

* * *

If there were but one word to describe the best means of making your store attractive to the public, that word would be "variety."

* * *

For every merchant who is as afraid of fire as he ought to be there are a hundred who think of it only when an insurance agent is talking to them.

* * *

Glitter is all right in a store, but stores have been made so glittering that the plainer customers were scared away.

* * *

Some merchant in every town has the reputation for being the first to have the new goods in his line. If you are not that merchant, why not be?

* * *

When you have bribed a child to take medicine, or when you have bribed a customer with a premium to take your goods, the bribe will not make it any easier to get results the next time without a bribe.

* * *

Employees should not be allowed to turn down the customer with a complaint, without first referring the matter to headquarters.

* * *

Every customer is supposed to be honest until he is proved to be otherwise; but that is not sufficient excuse for leaving a stranger to fill his pockets unwatched.

The Buyers and Sellers

Business and Personal Items About Prominent People
in the Different Branches of the Trade

THEOPHILE—W. H. Theophile, for sometime past assistant china and glass buyer under Peter Rinken, at the Boston Store, Chicago, will be assistant to John J. Jacklin, who is to open a china and glassware department in the new store of Harris, Emery & Co., Des Moines, Ia. He will enter upon his new duties this week as Mr. Jacklin expects to open up for business September 1.

KOHN—Felix Kohn is now buying the china and glassware for A. Lisner's Palais Royal, Washington, D. C. Mr. Kohn is well known to the trade through his previous connections with the Henry Siegel Store, Boston, as buyer, and later through his association with the Simpson-Crawford Corporation department.

MASCH—Miss Annie Masch, who has been buying the cut glass for J. B. Greenhut & Co., New York, for some years past, has resigned to engage with Kaufman Bros., Pittsburgh, Pa., where she will have charge of the cut glass under John H. Harris.

MCGOWAN—H. B. McGowan has been engaged as manager and buyer for the new china and glassware department to be installed in the department store of Alexander Kornhauser & Co., Madison, Wis.

WEDGWOOD—Kennard L. Wedgwood, the American representative of Josiah Wedgwood & Sons, returned from a two months visit to the factories aboard the s. s. *St. Paul* last week.

PATTERSON—J. W. Patterson, for many years with the George Crockery Co., St. Joseph, Mo., is now in charge of the sales office of the D. E. McNicol Pottery Co., Clarksburg, W. Va.

MCMANUS—C. E. McManus, well known to the china and glass trade through his former connections in St. Louis, has been appointed assistant to John Ling, buyer for the china and glassware department of Mandel Bros., Chicago. Mr. McManus will have direct charge of the house furnishings.

ROSSMAN—Max Rossman is now representing the Tarentum Glass Co., throughout the New England States.

RICHARDS—Lee Richards, china and glass buyer for Hale Bros., San Francisco, who has been in the East for some time placing orders for his department, is enroute for home. Mr. Richards was one of the shining lights at the outing of the Salesmen, July 31, and

being rather slim, was allowed to compete in the fat man's race as a special privilege. He finished last, so the stout ones made no complaint.

BAUMAN—C. H. Bauman, formerly sales manager for the Globe Pottery Co., and later with Falker & Stern, Chicago, is now sales manager for the Limoges China Co., Sebring, O.

FUESLIN—Paul Fueslin, formerly with the Bawo & Dotter organization, has joined the Saul Manufacturing Co., and is now visiting the city trade with their line of lamps. He was also at one time in charge of the Chicago office of Bawo & Dotter, Ltd.

LIBENWOOD—H. M. Libenwood, a skilled glassman, has eben engaged as superintendent of the Follansbee, W. Va., plant of the Jefferson Glass Company.

CLARK—Louis Clark has resigned his position as buyer of china and glassware for H. Batterman & Co., Brooklyn, N. Y. The department is in charge of C. P. Wood temporarily.

HERRON—George D. Herron has sold out his interests in the Old Colony Cut Glass Co., Fall River, Mass., to Harry I. Magid, the treasurer of the concern, who will continue the business. Mr. Herron was one of the first men to cut glass in Fall River.

VOGT—Charles Vogt, of Vogt & Dose, china importers, New York, is back at his desk after two weeks of vacationing at Lake George.

SKELTON—Frederick Skelton reports an excellent vacation spent motoring through upper New York State and Canada with a party of friends.

SCHOENTHAL—Lee Schoenthal, china and glass buyer for both the New York and Philadelphia stores of Gimbel Bros., returned last week from a tour of the domestic potteries.

WHERE THE TRADE PAPER HELPS THE RETAILER

KNOWING where to get information, is the best part of an education. Practically every problem that troubles you, as a retailer, has been solved by somebody else. Perhaps the question that worries you most, has been answered by some other merchant right in your own town. Associating with him may bring you that answer. If no fellow townsman can give you the answer, you can get it somewhere. Keep on searching until you find out where. The thing for the retailer to do is to analyze his business, know its details intimately, get a firm grasp of his problems and then solicit aid in the solution of his troubles. The trade paper is your best resource.

Among the Glass Houses

BEING A PAGE OF SHORT NOTES OF BUSINESS AFFAIRS IN DIFFERENT FACTORIES

TRENTON, N. J.—The thirty-seventh annual report of the Bureau of Industrial Statistics of New Jersey, for the year ending October 31, 1914, just issued, shows the status of the bottle, cut glass and mirror industries of that state during the years 1912 and 1913. It indicates an investment in 1912 of \$5,629,666 in 19 bottle factories; in 1913, \$5,732,597. The value of stock used in 1912 is given as \$2,593,761; in 1913, \$2,333,079. Output in 1912 was valued at \$6,073,760; in 1913, \$5,854,553. The average number of workpeople employed in 1912 was 5,904; in 1913, 6,052. Average earnings in 1912 were \$703.28; in 1913, \$611.26. In 1913 ten Jersey cutting shops had \$60,343 invested in land and buildings; \$51,869 in tools and machinery. The value of stock used is given as \$352,230; value of product turned out, \$806,290. The average number of workpeople employed was 527. Four mirror manufacturers in Jersey had \$79,000 invested in land and buildings in 1913; \$62,500 in machinery and tools. Stocks used were valued at \$222,586, while the value of the finished product was \$371,935; average number of employees 151.

* * *

Pittsburgh, Pa.—The Pittsburgh Lamp, Brass & Glass Co. is prospecting for gas. The location of the hole that is being drilled is in a direct line with the big wells in Penn township and those of Hempfield and local gas men think the prospects for gas are bright.

The hole has been lowered to the depth of 400 feet. The officers of the plant, however, do not expect to strike gas until 2,000 feet or more has been drilled. Work is being pushed day and night in order to have gas by the end of the summer shut-down in August.

Should the well prove successful the company intends using it for its plant and will in all probability sink other wells.

* * *

Bridgeton, N. J.—Word has been received from the Figuora Cut Glass Co. that plans and specifications are now in the hands of the builders to estimate on a brick building, 32x140 feet, two stories and basement. This building will have accommodations for 127 frames, the capacity of the present plant being only 52 frames. Although they do not expect to equip the whole 127 frames at once, they are building large enough to allow for a reasonable increase for the next two years. The proposed factory will be located at the corner of Washington and Pleasant Streets, that city.

New York, N. Y.—The Pope Cut Glass Co. was recently incorporated with \$50,000 capital. The incorporators were: William Martin, George Sattler and Edward J. Coughlin. This company will turn out light table ware, principally tumblers, cut by a patented process; in other words, machine-cut glass. The Pope Cut Glass Co. is the outcome of what was originally the Pope-Ryon Glass Co., Mr. Ryon having withdrawn and entered business elsewhere.

* * *

Tarentum, Pa.—At the annual meeting of the Tarentum Glass Co., held during the past week, officers were elected as follows: President, H. M. Brackenridge; vice-president, J. W. Hemphill; secretary-treasurer, L. R. Hartley. The board of directors includes: J. D. Wilson, L. R. Hartley, O. C. Camp, J. W. Hemphill and H. M. Brackenridge. H. S. Potter was elected general manager; Thomas Mooney, factory manager.

* * *

Muncie, Ind.—Ball Bros. are taking bids on a \$75,000 office building, to be erected in connection with their Muncie plant, where they manufacture a line of preserving jars, etc.

* * *

Bellaire, O.—A new plant for the manufacturing of thin blown tumblers, plain and decorated, will shortly open up in the old Buckeye Enamel Co. building. Harry A. Niff and Rush C. Ferris, of Bellaire, have been making the arrangements and the incorporators will be announced in the near future. The capital stock of this company will not be very large and the stock will probably be placed in the hands of local people.

As the Buckeye building is in good condition it will not be necessary to build any additions. The interior will be slightly remodeled to meet the requirements of the new enterprise.

The day of continued success of dishonest advertising is past. Truth in advertising has come. Before the advertiser now looms the need for being sure that his ads are not merely true. His next need is to be sure that they are real service.

Statistics show that it is safe to appropriate from 1 to 3 per cent. of your total year's business to advertise a retail store. Use the last year's total for figuring this year's appropriation. With your increase of business this year the amount to spend in sales effort next year increases.

In the New York Market

A Description of Seasonable and Staple Novelties That
Have Lately Made Their Appearance and Where
to Get Them



DURING the past month the local wholesalers have been favored with a good attendance of buyers, the leading stores in practically every section of the country being represented. However, buying for immediate needs continues the rule, and no large orders were placed for future delivery. The glass houses have been estimating on a number of commodities heretofore made abroad and several large contracts have been signed. Domestic dinnerware continues in demand, one large store doubling their sales of this item over a similar period last year. The bounteous grain crop predicted will undoubtedly encourage the country buyers who have seemingly held back in their buying on account of the results likely to follow a wet harvest. There is a general optimistic feeling throughout both the wholesale and retail trade and a good fall business is predicted in all lines.

* * *

The domestic glassware manufacturers continue to send their local representatives additions to their lines, and some very interesting items in pressed tableware, stemware and specialties have been placed on display here during the past month. The Heisey tableware display has been materially increased, the new numbers include a cheese and cracker dish, covered wheat-cake plate with syrup container fitted in the cover, strawberry serving plate with sugar container attached, cigarette and ash trays with compartments for matches, cigarettes, etc., individual nut dishes and a score of other attractive specialties. The foregoing items are shown on a line of wonderfully clear glass with a ribbed pattern. This display also includes a line of etched tableware, a new feature with Heisey glassware, that is very attractive.

* * *

The Fostoria Glass Company have sent their local sales-manager an interesting line of blown stemware

that has taken well with the trade wherever shown. Included in the assortment are gold encrusted patterns, light cuttings, deep plate and needle etched designs, all of which are exceedingly well executed.

* * *

Quite a number of new serving ideas have been brought out by the Buffalo Mfg. Co., within the past month, the very latest being salad dishes, platters, etc., of K. T. & K. china encased in nickel, brass and copper containers.

* * *

Henry Benedikt is showing an exceptionally good assortment of domestic dinnerware in which there are some exquisite black and white patterns. One that stands out most prominently has a neat black and white border decoration in combination with a gold edge and matt gold handles. Practically all of the other dinnerware patterns carry neat conventional or floral borders, the spray design so prominent in former showings of domestic ware being conspicuous by its absence. One of the newer patterns that bids fair to become a popular seller has a unique decorative scheme; a stalk of foliage and flowers in bright Old English colorings of red, blue and green placed at regular intervals around the edge, the whole connected with a light green stripe.

* * *

Monongah Glass Co. has sent Frank Miller an excellent line of deep plate etched stemware in a grape design that shows splendid workmanship. This is also worked up on a line of shallow bowls, decanters, tumblers, etc.

* * *

Thos. Jones is showing a sanitary cooler in one and two and a half gallon sizes that should make a good warm weather seller. The metal spigot is the only part of the cooler that is not glass. The water, tea, coffee or other liquid is placed in a long glass container

around which the cracked ice is packed. These coolers are inexpensive and can be retailed in all classes of stores.

* * *

The Roseville Pottery Co. are featuring a number of new lines this season, the "Donatello" and "Bellmore" being of particular interest. The former consists of a line of specialties with a cream white body. All the items show a ribbed pattern between which a pleasing verde coloring has been worked in. The "Bellmore" line is principally in vases, bowls, jardinieres, etc., and is beautifully modeled and colored with matt finishes. This pottery continues to make great strides in their vase lines, particularly those adapted for lamp mounts, some of the latest additions to the New York display carrying beautiful new glazes that cannot fail to elicit admiration.

* * *

Bates & Ledden have placed on display the latest additions to the lines of the Guernsey Earthenware Company, the new pieces being the new cooking china recently placed on the market by this company. It comes in plain or decorated patterns, with a white lining and brown, green or white exterior. Some new treatments in black and white as well as a conventional design in light blue and yellow are shown.

* * *

The H. Kashins Co. has taken space in the showrooms of the E. W. Hammond Co., where he is displaying a line of fine cut glass, the principal feature of which is a colored flower. This is a comparatively new feature in cut glass, the coloring being put in by a special process, the result of long experimenting. The line will be materially increased in the near future, when several new cuttings will be shown.

PERSONALITY OF A SALESMAN COUNTS MOST

THE supreme worth of any man is his personality. It decides the value of any individual. That this is a central truth is illustrated by history, for it proves that the greatest men in nations, no matter who they were and what positions they held, were the men who possessed a marked degree of individual personality.

What is true of men whose national influence abides, is likewise true of men who occupy lower stations in life, for neither our position nor location will affect one's personality in the least. The music is not in the violin, but in the one who plays it, and our success in life does not depend so much on our location, but upon ourselves; not upon our dreams, but on what we actually are and do; not upon luck, but upon pluck. Personality has wonderful resources. Business houses all over the world to-day are realizing the fact more than ever before that no business can succeed in the truest sense of the term independent of its employees, and it is therefore of vital importance to them that the personality and earning ability of an employee will prove

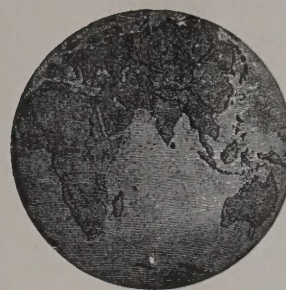
a valuable asset to their business. There is a vast difference between sales persons. The writer of this article has been connected for nearly twelve years with Canada's largest retail store as a salesman, and therefore has had a good opportunity to observe the striking differences in the personality of salesmen. While scores have come and gone, there were very few who had the right conception of their own personality and usefulness, and, as salesmen, had no ambition to shine or attain success. The present demands of a salesman are very different from what they were ten or twenty years ago. We have passed from the simple to the complex, and business houses call for men of extraordinary resources. If a salesman wants to compel his environments to give expression of his usefulness he must realize that intelligent service is the best test of his personality.

But what is personality? It is the sum total of ourselves, whether good or bad. Personality is originality. Your character is reflected in your personality, and in return your personality reflects your character. It is indestructible; its power of operation is invincible, and affects the mind and will of others, either persuading or dissuading. It is your appearance, your address, your style, your speech, your manner and action, your disposition and conduct; in fact, it is yourself. In a salesman, all his good qualities should be properly balanced in all these parts, and in the right proportion to one another, and then fittingly joined together. A salesman that does not reckon with his personality, as a force, and endeavors to educate himself up to the highest standard of efficiency, by making a study of himself, by reading sound literature, by keen observation, by practical experience, in order that he may bring out the best that is within him, will never be anything very extraordinary, and if he fails he can only make his failure chargeable to himself. A wooden horse never won a race. The right personality of a salesman is not only incalculable in its final result, but it proves a tremendous force in dealing with a customer, and is the unanswerable logic, demonstrated beyond successful contradiction, that therein lies the secret of his success. The central reason why one salesman fails to sell an article to a customer, while another takes the same customer and under the same circumstances succeeds with very little time and effort, is to be found in the difference of their personality. The pleasing personality of the one that succeeded inspired confidence with the customer, and he made it shine through every word he spoke, every action and smile, and this proves his winning force. Such a salesman makes himself memorable to his customer. He respects his opinion and with it shows poise, breadth and tact. In his speech he is conclusive as well as inclusive, in his thought coherent and logical, in his style and method he is argumentative, while his analysis of the goods is clear and incisive.



From All Over the World

LITTLE NOTES OF INTEREST TO
THE TRADE PICKED UP FROM
DIFFERENT PARTS OF THE GLOBE



INDIA A MARKET FOR GLASSWARE.

THE opportunity for American manufacturers of glass and glassware to secure a firm footing in the Indian market seems at this time exceptionally good. It may be instructive to note that the market for tableware, tumblers, decanters, etc., is, considering the 300,000,000 population of India, comparatively negligible, for the reason that the Hindu will dine only off brass, and the Mahommedan only off copper or pewter. The only users of tableware are the Europeans and a few of the Europeanized maharajas and the more cultured natives.

JAPANESE GLASS INDUSTRY RECOVERS FROM EFFECTS OF WAR.

THE outbreak of war caused the manufacture of glassware in Japan to become quite disorganized, and exports to China, India, and other eastern countries were suspended for awhile. Soda ash rose in price from \$2.50 to \$6 per bale of 224 pounds.

However, the demand from neighboring oriental countries soon increased with the diminution of stocks and the cessation of the usual supply from Belgium and Germany. Orders were also received from England and the United States. The increased demand, together with the recommencement of importation of soda ash, which had been temporarily suspended, caused a more favorable outlook for the trade, and the year closed with all the factories working at their full capacity.

GLASS FACTORIES WANTED IN UNITED PROVINCES.

THE United Provinces Government has asked the Government of India to move the Secretary of State to appoint two Belgian or English glass experts with a view to the introduction of improved and up-to-date processes in the glass factories of these provinces. In making this request the United Provinces Government is acting on the recommendation of the committee they appointed at the out-

break of the war to investigate the possibilities of assisting local industries to capture a share of German and Austrian trade. The inquiries of the committee show that one of the most promising openings is to be found in the glass industry, which is carried on in several parts of the United Provinces. "This trade," says the United Provinces Government's letter to the Government of India, "though still in its infancy, offers great possibilities, for not only are the manufacturers, who have already indulged in various costly experiments, possessed of capital and quite prepared to sink it in improvements, but they are also fully alive to the unique opportunity offered by the present crisis for invading the extensive markets in which German and Austrian firms have hitherto enjoyed the monopoly." The two experts, when appointed, are "to teach the business of glass-making and its methods fully and without reserve to the employes of any factory to which the local government may post them."

BRITISH POTTERY TRADE BELOW NORMAL.

LEAVING the effects of the war on the Staffordshire pottery trade out of the question, 1914 was not a satisfactory year for the industry. The trade for the first seven months fell far below the volume of business transacted in the same period of 1913, both on home and export account, and the manufacturers did not anticipate any great revival during the latter part of the year, reports Consul Robert S. S. Bergh. The home market usually experiences a period of dullness early in the year after dealers have taken in their Christmas stock, but in 1914 the slack time was unduly prolonged, and makers on home account found business very quiet, indeed, during the first quarter.

There was a serious decline also in the overseas trade. Nearly \$1,216,625 of trade was lost in the seven months to July 31, which yielded \$8,614,269 as compared with \$9,748,972 for the corresponding period of the previous year. The heaviest decrease

POTTERY AND GLASS

was in the trade with Canada and South America. Owing to the financial stringency in the Dominion the business done amounted to only \$1,048,779 as compared with \$1,479,100 for the same period of 1913, and there was a decline of nearly \$486,650 in the trade with Argentine and Brazil. The Antipodean markets showed only a slight decrease, and, in spite of the labor troubles in British South Africa, there was very little falling off in the demand from that quarter.

There was an improvement in the trade with the United States, but not so great as the manufacturers here expected. The amount of business done in the first seven months of 1913 was \$1,151,559, and this advanced to \$1,241,595 for the same period of 1914. The Australian business, too, showed an advance on the previous year, the figures for the eleven months being \$1,465,274, as compared with \$1,449,589 for the same period of 1913. The exportation of earthenware showed an appreciable increase as a result of the reduction of the tariff on undecorated goods, but this also had the effect of causing a decline in the sales of cheap china.

When the war broke out the operatives were in the middle of their annual "wakes" holidays. A great many orders were cancelled and manufacturers were so seriously alarmed that the closing down of a number of factories was contemplated. However, meetings of the Staffordshire Potteries Manufacturers' Association and the English China Manufacturers' Association decided that the attempt must be made to run on short time, and by the end of August something approaching normal conditions was restored. Some government contracts were secured and the suspension of the German and Austrian trade had the effect of creating new markets for English ware, both at home and overseas, as a partial compensation for the serious loss of business in other directions.

An important sidelight on the home trade is shown by the figures of November alone, when the import of foreign pottery was only \$43,745 as compared with \$502,466 in November, 1913, and it is quite fair to assume that the Staffordshire potters have benefited to an appreciable extent in the home market by the shutting out of German and Austrian competition.

The prices of the principal materials used in the manufacture of pottery and its preparation for shipment have increased during the year at least 10 per cent. The following table shows the prices of the chief materials used in the pottery industry in this district at the present time compared with prices prevailing in 1912 (ton=2,240 pounds; hundredweight=112 pounds; peck=16 pints or 32 pounds; kilo=2.2046 pounds):

Ball clay.....per ton, at works	\$5.99	\$7.03
Borax.....per ton, at works	83.00	107.00
Boracic acid—		
Refined.....per cwt, at works	6.32	9.00
Tuscany.....per cwt, at works	4.87	6.81
China clay.....per ton, at works	8.88	9.51
Coal—		
Cockshead.....per ton, at mine	3.32	3.57
Hollylane.....per ton, at mine	3.65	3.89
Cobalt.....per pound, at works		.97
Cobbles—		
Cockshead.....per ton, at mine	2.90	3.06
Hollylane.....per ton, at mine	2.92	3.16
Crates, large export.....at works		2.54
Feldspar—		
Lump.....per ton, at works	9.22-11.66	9.73-126.1
Ground.....per ton, at works		21.90-24.33
Flint—		
Wet.....per peck, at works	.095	.10
Dry.....per ton, at wharf		5.11
Gold, best liquid...per kilo, at works		92.00
Hogsheads, 42 in. high, 54 in. wide		
at works		3.23
Paris white.....per ton, at works	8.51	9.00
Sand.....per ton, at works	3.65	3.83
Slack—		
Cockshead.....per ton, at mine	1.95	2.43
Hardmine.....per ton, at mine		2.31
Saggard marl.....per ton, at works	1.46	2.31
Straw—		
Oats.....per cwt, at works		.52
Hand-thrashed rye		
per cwt, at works		.73
Stone, rough.....per ton, at works		9.00
White lead.....per ton, at works	120.45	146.00

The condition of trade throughout 1913 was exceptionally good. The output was readily disposed of, and the high prices which obtained in the latter part of 1912 were maintained steadily throughout the year.

U. S. PRODUCTS WANTED ABROAD.

THE demand for products of domestic glass, pottery, lamp and color manufacturers is constantly increasing, and undoubtedly will continue to increase, even after the European war has become history. Opportunity to secure these foreign markets will never be brighter than at the present time, and the government publication, "*Commerce Reports*," calls attention to the following wants:

Colors, Pigments, Glass, No. 17672.—An American consular officer in the United Kingdom reports that a firm in his district wishes to be placed in communication with American manufacturers of colors, pigments, oils, glass, metals and similar articles with a view to obtaining large quantities.

Glass Shades, No. 17834.—An electric company in England informs an American consular officer that it is in the market for glass shades for electric lights; also glass disks for electric light pendants.

Lamps, Tubes, No. 17861.—A representative of a firm in the Netherlands states that he desires to receive samples and quotations on the following goods: Electric, gas, and oil lamps, brass tubes, brass chains, and brass double parts for making lamps. Cash will be paid against documents in New York City. The New York City address of the representative may be had on application to the bureau or its branch offices.

Lamp Lighting Fixtures, Shades & Art Metal

THE EVOLUTION OF THE LAMP

ONE can easily imagine that man had tenanted the earth for but a very short time when he found it necessary to possess some means of providing himself with artificial light. Indeed, his discovery of the wonderful element, fire, which, according to the famous old Greek story of Prometheus, doubtless occurred at a very early period of his existence, could not fail to lead up thereto, for it would obviously be then but the easiest and most natural of all things that he should snatch a lighted brand from the flames which he had kindled to furnish him with a substitute, however feeble, for the light of the sun when that great luminary had sunk to rest.

But here he may be said to have stood still, for he does not appear to have gone beyond the torch stage of his history for centuries afterward, and there are many savage races at the present day who even yet have advanced no further. Indeed, the progress made by man in respect of artificial light until the early part of this century was extraordinarily slow.

Lamps, it is true, were in general use among the Jews, Greeks and Romans and the other great nations of antiquity, but they were of the rudest description, and consisted for the most part of a simple vessel which held oil, grease or wax, from the surface of which projected a wick.

The light obtained was of the feeblest description, the flame had no protection whatever from the wind, and the smell which arose could only have been rendered endurable from the fact that "use is second nature."

The Greeks and Romans lavished much artistic excellence upon their lamps, making them with one wick, two wicks, or 30 or 40 wicks. But they did not improve their construction one step, and to all practical intents and purposes they were no better than the saucer of tallow with its floating cotton, which may yet

be found flaring and guttering and smoking in some of the out-of-the-way corners of our own far western land.

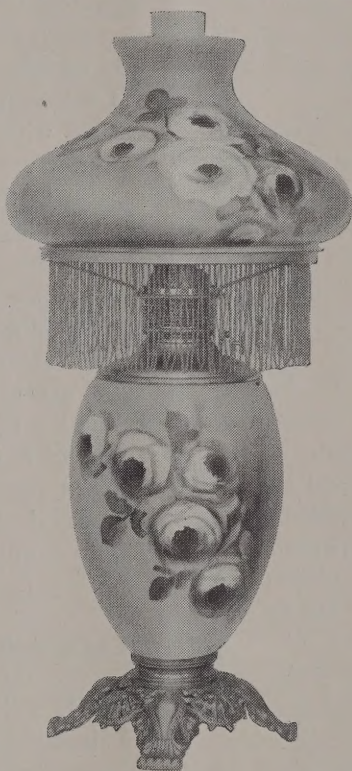
The seven-branched candlestick placed in the sanctuary by Moses and those afterward placed for the temple by Solomon were crystal glasses filled with oil and fixed upon the branches of the candlestick, while in private houses the lamps were generally placed on high stands which rested upon the ground.

A very common form of light among the Jews—and which we are told by antiquaries is more often than not intended by the word "lamp" in our Bibles—consisted of a sort of advanced torch made of iron or potter's earth, around which was wrapped old linen, which required to be moistened from time to time from the vessel of oil carried by the person using it.

This was the light used by Gideon and his 300 men. It was also the "lamp" of the wise and foolish virgins, and will explain the reference to oil in the parable.

After the lamp came the candle, whose modest ray we are inclined to regard with a considerable amount of kindness and esteem. But for the candle the dark ages of the world

would have been dark in a still more literal sense than they already were, and to this humble servant civilized mankind was indebted for the very best illuminant it



No. 35.—The demand for oil burning lamps is still strong, not only in the country towns but also in the city, in spite of the widespread use of gas and electricity. This attractive lamp is one of the new patterns brought out this season. Further information about this lamp can be obtained by writing Pottery and Glass.

POTTERY AND GLASS

possessed, certainly until the latter end of the eighteenth century and probably right up to the time of the invention of gas.

The Romans possessed an inferior sort of candle which was made of strings of papyrus or rush dipped in pitch and surrounded with wax. But candles in perfection were not made until a much later period, and Alfred the Great of England has the credit of being the inventor of the horn shield for the flame, and consequently of the "lant-horn."

One proof of their value is the fact that previous to the invention of the Argand burner, in 1784, lamps had entirely fallen out of use, a glance at the prints of that period being sufficient to convince one that candles reigned supreme not only in the houses of the people, but in the churches and in all other places of public assembly.

In such places there was an official whose sole duty it was to pass round armed with a pair of snuffers and an extinguisher on the end of a long stick, attending to the requirements of such of his flaring rods of tallow or wax as needed his attention.

Candle making at that time also formed a part of the education of every housewife, and the candle box was to be found in every household.

In 1784 as we have stated, came M. Argand, with his improved lamp. This was the first attack upon dominion of the candle which could cause that luminary any alarm. Later on appeared an inventor with his coal gas, when the poor candle received a deadly thrust, and in later years a paraffin and petroleum put in their appearance and drove it, utterly routed, from the field.

To refer, then, to Argand's invention. He had already designed the circular burner, which, compelling the air to rush through the flame on both sides of the wick, intensified its powers of combustion and so consumed the smoke which had hitherto expended itself in the atmosphere, and which had formed perhaps the bete noir of all lamps then existing. In addition, the brilliancy of the flame was much increased; but he was not yet satisfied.

It is said that he and his brother were sitting together one night, Argand with his head resting on his hand, pondering over a sheet of memoranda which lay on the table before him containing the result of experiments connected with the subject which he had always at heart, when suddenly the power of the little oil lamp which was burning on the table increased doubly in intensity.

Argand looked up and saw that his brother had in an idle moment placed the neck of a broken bottle over the flame. He saw at once that another great step toward improvement was secured.

Beyond this, however, invention did not go much further, on account of the difficulty of finding material light and fluid enough to rise in the wick in suffi-

cient quantities to supply the flame, and until the discovery of paraffin and petroleum we find no end of inventions of all sorts brought into the market, each of which was either very complicated or very inefficient and liable to easy derangement if the lamp was not very carefully handled.

Camphine, lard oil and whale oil were extensively used in metal lamps, with one or more wicks of cotton about the thickness of a lead pencil. There were no ratchet wheels to raise the wicks, and, in consequence, they had to be raised, as occasion required, with a pin or sharp stick.

There were no glass shades, these lamps were very dangerous from their unprotected flame, and, in addition, the camphine lamps were highly explosive. Accidents were very numerous, and the housewife naturally hailed the advent of the kerosene as a god-send.

Beckman, in his "History of Invention," is astonished at the magnificence of the arrangements for the lighting of London. He speaks almost with bated breath of the lamps as being all of crystal glass, each furnished with three wicks, and affixed to posts placed at a certain number of paces from each other.

Like most other useful inventions, gas was at first treated with ridicule, and the early companies for its manufacture were for many years anything but successful in their operations, and, indeed, were carried on at a loss. As our readers know, they are now among the most profitable of undertakings. Even when displaced as an illuminant, gas will always have a great value for heating purposes.

Tin lanterns displaced horn, but they were not a very great improvement. The light was emitted through a number of small holes, and was necessarily pale and flickering.

Then came the glass lanterns, and in turn the modern day lamps and lighting fixtures, the variety of which is unlimited.

BLACK AND WHITE PROMINENT IN NEW LINE OF PAIRPOINT CORPORATION

THE Pairpoint Corporation lamp line this season includes an exceptionally fine black and white treatment that is decidedly out of the ordinary. The base is mahogany with silver-plated metal scroll decorations. The shade is glass, bell-shaped, and has a rough surface, the under part of which is treated with broad radiating stripes from the apex to the rim. Other attractive shades are shown in full color floral treatments. They also show a special line of Old Colonial lighting fixtures and portables. In this class of goods the frosted shade with bright cuttings and brilliant cut pendants attached are shown on a wooden base trimmed with a silver-plated metal design, a beautiful combination.

News from the Potteries

PITTSBURGH, PA. — Pottery manufacturers and wholesalers throughout the East are of the opinion that Sept. 1 will find every general ware plant in the United States operating to full capacity. It is pointed out that the trend of business has a decided upward tendency and that buyers in large numbers have been in the market for large shipments. As an illustration of this the Warwick China Company has started to work its full set of kilns regularly—something which has not been done in fifteen years. American china only is made at this plant. The No. 1 Laughlin pottery will be idle for a little while yet, but their 76 other kilns are working full time. Some large business has been placed with a few western plants—those capable of handling big business, and this indicates that business has started upwards. The plant of the Shenango Pottery Company at New Castle, Pa., is also working to full capacity with a force of two hundred and fifty men.

* * *

East Liverpool, O.—It is generally conceded among pottery manufacturers that the action of the National Brotherhood of Operative Potters in recent convention in Atlantic City, in voting down a resolution, after several hours' debate, which sought a 10 per cent. advance in wages, stays all probable labor troubles in the domestic pottery business for two years at least. This opinion has been expressed by a number of general ware manufacturers in the western district. Before the convention assembled, the manufacturers were in the dark as to what the delegates would do, and that a general advance of 10 per cent. was desired by some was never intimated. In fact the news was censored, so to speak.

That some certain branches of the trade will seek an adjustment in wages is conceded by some, but the extent of these demands are not known, and will not be announced for probably four weeks hence. Just as soon as the manufacturers are apprised of what the workers want, a call meeting of the United States Potters' Association will be issued and the demands of the convention will be gone over. Then will follow a joint conference between committees representing both employer and employe. The committee which will represent the United States Potters' Association in this conference is known as the labor committee, and is composed of W. Edward Wells, of the Homer Laughlin China Company, Newell, W. Va., as chairman; H. N. Harker, of the Harker Pottery Company,

T. A. McNicol, of the T. A. McNicol Pottery Company; George C. Thompson, of the Thompson Pottery Company, all of East Liverpool, O.; Thomas B. Anderson, of the Edwin M. Knowles China Company, Newell and Chester, W. Va.; Frank A. Sebring, of the Sebring Pottery Company, Sebring, O.; Harry D. Wintringer, of the Steubenville Pottery Company, Steubenville, O.; Homer J. Taylor, of the Knowles, Taylor & Knowles Pottery Company, East Liverpool, O., and A. G. Dale, of Trenton, N. J. This conference will likely be held in some eastern city, either New York or Atlantic City, judging from present indications.

* * *

East Liverpool, O.—At the annual meeting of the Colonial Pottery Company, George W. Meredith, of Pittsburgh, Pa., was re-elected to the presidency. C. L. Gray, formerly general manager of the Pennsylvania China Company, at Kittanning, Pa., is manager of the Colonial plant.

* * *

Wooster, Ohio.—A deal has recently been consummated between the Wayne China Company, a recently formed Ohio corporation, and the Board of Trade of Wooster, whereby a pottery plant is to be built here that will give employment to about 250 people. The new corporation has a capital stock of \$200,000.

* * *

Carrollton, O.—At the Albright Pottery Co., although the project was only conceived last August, a modern plant has been completed, a complete force organized and arrangements made to increase the capacity. Plans for two additional general ware kilns and two decorating kilns have been prepared, and it is expected that work on their construction will be commenced immediately.

* * *

East Liverpool, O.—Resolutions providing increased wages, as adopted at the recent convention of the National Brotherhood of Operative Potters, is now being submitted to a referendum vote of the membership of the organization. The question of an increase in wages is thus put up to the entire brotherhood, as a means of supplying the executive committee with such information as may be deemed advisable to them when the resolutions are prepared to be forwarded for the consideration of the manufacturing potters. The vote is to be completed on or before August 15, and the result is expected to be in the hands of the brotherhood execu-

tive committee by that time. As soon afterwards as is possible the demands of the brotherhood will be given to the United States Potters' Association, which, in turn, will consider them and prepare its resolutions. This will be followed by a joint meeting of the conference committees of both the manufacturing and operating potters. The present wage agreement, known as the Astor agreement, expires October 1, 1915.

* * *

East Liverpool, O.—It is reported from Alliance, O., that the plan to erect a 24-kiln pottery there has been abandoned for the present, but investigation will be continued by the commercial body having the matter in hand. It was stated that the promoter desired to get the plant in working order so that he might take advantage of the tremendous trade he believed would develop because of the European war, but another use has been found for the funds that were awaiting investment.

The Final Disposition of Cost Figures

(Continued from page 15)

14. Experimental Work in Process.

This account includes all labor and material expended on experimental work.

FACTORY OPERATING ACCOUNTS.

15. Operating Expense Accounts. (Distributed over all Burden.)

These accounts consist of such items as building and machinery expense, electric light, power and heat, a separate account being kept for each.

16. Factory Production Expense Accounts. (Distributed over all Production Department Burden Accounts.)

These accounts cover such items as inspectors' school, finished stock, stock order and standard departments.

17. General Factory Expense Accounts. (Distributed over all Burden Accounts.)

Those accounts cover factory managers and janitors, receiving and raw stock departments, tool supply department, printing and stationery, drayage and miscellaneous freight and express.

Under each of the Factory Operating Accounts are the following sub-accounts: Salaries, labor, supplies, repairs, light, heat, gas, furniture and fixtures, insurance, taxes, etc.

FACTORY BURDEN ACCOUNTS.

18. Repair and Construction Burden Accounts.

These accounts cover such items as millwright and carpenter departments' tool designing, inventions, tool and pattern making, experimental work, etc.

19. Manufacturing Department Expense Accounts.

These accounts cover all the various manufacturing departments, testing, inspecting, cleaning,

assembling, polishing, japanning or painting and shipping departments.

Under each of the Manufacturing Department Expense accounts are sub-contracts for salaries, non-productive labor, supplies, repairs, light, power, gas, heat, overtime allowance, etc.

20. Pay Roll Accrued Account.

21. General Ledger Account.

INVENTORIES OF FINISHED PRODUCT.

22. Finished Product at Factory Account.

23. Finished Product with Agents' Account.

24. Models Account.

25. Advertising and Stationery Stores Account.

26. Accessories to Product Account.

CURRENT ASSETS AND LIABILITIES.

27. Accounts Receivable Accounts.

These accounts cover agents' accounts miscellaneous personal accounts, reserve for doubtful accounts, accrued interest, etc.

28. Bills Receivable Accounts.

These accounts cover bills receivable and reserve for doubtful notes.

29. Cash Accounts.

These accounts cover cash in bank, petty cash, postage fund, paymasters' fund, etc.

30. Capital Stock Accounts.

These accounts cover capital and unissued stock.

31. Accounts Payable Accounts.

These accounts cover such items as audited and unaudited vouchers, accrued taxes, bills payable, prospective commissions, cash on unfilled orders, etc.

32. Surplus Accounts.

These accounts cover profit and loss, surplus and dividends.

SALES AND COST OF SALES.

33. Sales Accounts.

These accounts cover sales of the product and accessories, together with cancellations and exchanges.

34. Cost of Sales Accounts.

These accounts cover all costs for selling the product and its accessories.

35. Other Income Accounts.

These accounts cover the income from such sources as rents, interest and miscellaneous income.

SELLING AND DISTRIBUTING EXPENSES.

36. Commission Account.

37. Repair Account.

38. Allowance Account.

39. Freight and Express Account.

40. Selling Expense Account.

These accounts cover all expenses incurred for

(Continued on page 29)

With the Retailers

Notes of New Firms and Changes in Old Concerns in the China, Glass and Lamp Trade

THE sale of the assets of the bankrupt J. B. Greenhut Company will take place on August 17, at noon at the Greenhut offices, Sixth Avenue and Eighteenth Street, New York. The decree of sale was prepared by the trustees last week and signed by Peter B. Olney, the referee. The property will be offered in separate parcels and in bulk, so that the business may be bought as a going concern. Because of this latter provision, the creditors of the bankrupt who wish to become partners in a reorganization of the store may do so.

The entire assets of the company will be disposed of under the decree, according to the terms as outlined in the document, and includes the business of the bankrupt, trademarks, trade names, good will, patents, stock in trade, merchandise, machinery, equipment, fixtures, supplies, delivery system, outstanding accounts, stocks, bonds, bills, accounts receivable and mortgages. The real property will be sold separately.

Schedules in bankruptcy filed for the J. B. Greenhut Company in the United States District Court, New York, last week give the firm's liabilities as \$12,701,960, and the assets at \$18,179,964.

* * *

The Duval Hardware Co., Anaconda, Montana, has purchased the Miller stock of china, glassware, crockery and hardware from the Kelly Commercial Company.

* * *

St. Louis capital, headed by president Melville L. Wilkinson, and including directors and employees of Scruggs, Vandervoort & Barney Dry Goods Co., today acquired entire Claflin interest which was assigned to Mercantile Stores Corporation at time of Claflin receivership. Transaction involves 21,000 shares common stock, 1,870 shares preferred stock and places entire ownership of store in St. Louis. Transaction involved today \$450,000. Employees' holdings now aggregate \$650,000. Total outstanding capital \$4,500,000. No change in officers or policies. Deal begun six months ago. The deal just consummated puts in the hands of St. Louis people the entire ownership of this great store which occupies one solid block and is housed in a recently modernized building at Tenth and Olive Streets.

* * *

W. R. Hancock will open a department store in Roanoke, Va., about September 1, under the name of The Hancock Dry Goods Company. G. H. Rawlins will be the manager of the new store, which will be modern in every particular. It will be three stories

high, sixty by one hundred feet and equipped with the very latest type of store fixtures in mahogany.

* * *

The Camden Corporation, a new concern, has taken over the control of Higgins & Seiter, the bankrupt china and glassware retailers, New York. Arthur S. Higgins is the president of the new company, and William S. Anthes, for many years associated with the management of the old concern, will be the manager and merchandise man. Eliot Cross, a successful realty operator, will take care of the financial end of the business. The Camden corporation is a New York state corporation with a capital stock of \$200,000, and their offer to pay 24 1-10 per cent. to each general and unsecured creditor, and to pay in full those entitled to priority of payment, was accepted by the creditors. Mr. Anthes has made a particularly strong showing with the manner in which he handled the business of the concern for the trustees, and much is expected from him now that he will have undisputed sway in merchandising.

The Final Disposition of Cost Figures

(Continued from page 29)

general sales department, agencies, advertising, etc.

41. Administrative and General Office Accounts.

These accounts cover expenses for the president, general manager and assistant, together with expenses for the various administrative departments.

There are sub-accounts for each of these to cover officers' salaries, office salaries, supplies, postage, heat, light, power, taxes, insurance, depreciation, repairs, traveling expenses, donations, janitors, etc.

Where sub-accounts are used it is customary to number them from "1" upwards and to designate them by writing the general account number followed by a dash and the sub-account number.

Thus referring to the "Card of Accounts" at the division headed "Factory Burden Accounts," the salaries paid in the manufacturing department would be designated by Account No. "19-1," the "19" refers to manufacturing department, and the "1" refers to "salaries," which is the first of the sub-accounts.

Since the factory department of a manufacturing business is a very important part of the establishment, it is customary to segregate all items pertaining strictly to the factory into a factory ledger. This ledger is divided into groups of accounts adapted to the line of business for which it is used.

In a small concern the various subsidiary accounts, including the factory ledger accounts, may be subdivisions of the general ledger, although it is generally desirable to have a separate ledger for factory accounts.

OBITUARY

DOHRMAN J. SINCLAIR.

D. J. SINCLAIR, prominent in Steubenville, Ohio, financial affairs and a stockholder in the Steubenville Pottery Co., and the Jefferson Glass Co., was struck and instantly killed by a railroad train in Steubenville, Thursday, August 5. Deceased was well known to pottery and glass manufacturers throughout Ohio and Pennsylvania. Mr. Sinclair, it will be remembered, was shot and seriously injured by a crank last October, only regaining his health after a long seige. He was greatly respected by his fellow townsmen, all business houses in Steubenville being closed on the day of his funeral at the request of the Mayor. Mrs. Sinclair and four children survive him.

CHRISTIAN DORFLINGER.

Christian Dorflinger, who founded the cut glass manufacturing business of C. Dorflinger & Sons, died at his home in White Mills, Pa., Wednesday, August 11, from paralysis. Mr. Dorflinger was a native of Alsace, France, where he was born March 16, 1828. After learning the glass-working trade he came to this country in 1845 and went to Philadelphia, where he worked as a glass-blower until 1852. In that year he organized the Long Island Flint Glass Works, Brooklyn, and subsequently built two new factories, the last one known as the Greepoint Glass Works, costing \$75,000. He sold out his interests in 1863 and removed to White Mills, Pa., where he had acquired a 300 acre tract. Two years later he again entered the glass business, erecting a factory on his property. A cutting department was added and the plant has since grown to large proportions.

Mr. Dorflinger was associated in business with his three sons; William F. Dorflinger, in charge of the New York office; Louis J. Dorflinger, at Honesdale, Pa., and Charles H. Dorflinger, at White Mills, Pa. Interment was at Greenwood Cemetery, Brooklyn, Saturday, August 14.

The man who places confidence in no one may avoid some disappointments, but he will live a lonely and a suspicious existence. The basis of all business is confidence.

* * *

Like store, like man. Your store shows to the public what kind of a man you are. Is it giving the public the impression you desire?

* * *

Because a store is primarily for business purposes there is no reason why art or beauty should be excluded from its arrangement.

* * *

See that your clerks put the customers' change and parcels into their hands, not on the counter.

You will find it difficult to make a woman believe that the goods sold in a dirty store can themselves be clean.

* * *

There are stores to reach which you will go five blocks out of your way. Find out why, and apply the principles to your own store.

* * *

When you get a new idea about your business don't put it away, and say, "Some day I'll use that." Do it now.

* * *

If you display goods where people can handle them, don't get mad if they do it.

* * *

Bright colors cheer people. It will be easier to sell goods if you brighten up your store all you can.

* * *

Stand around outside of your counter for a while, and see how things look from a stranger's point of view. You may get a shock that will do you good.

* * *

The fact that your store is never dirty may not attract any attention, but be sure the reverse condition will.

* * *

Don't be afraid to refuse more credit to the man who does not pay his bills. There is little to be gained by throwing good money after bad.

CHINA REPAIRER SEEKS POSITION

THE repairing of china is an art that very few people are acquainted with in this country, and, in consequence, firms dealing in costly china, glass and porcelains have lost valuable pieces through accident that could easily have been repaired had expert workmanship been available. In the advertising pages of this issue of POTTERY AND GLASS Walter A. Whittington calls attention to his desire to locate in the United States, and invites correspondence with those interested in his work of restoring broken samples, antiques and general repair work.

Below many of the illustrations of staple articles and seasonable novelties that are appearing in POTTERY AND GLASS we have put a number. This is to provide a simple method of referring for information. Just give us the number (never mind the page or the issue in which the article appeared) and we will gladly tell you all about it—size, color, price, and the maker's or distributor's name. Please enclose postage with your inquiry.

What are you doing about the goods that do not sell? An inventory of that stock would show you that you have three times as much of it as you think you have.

* * *

If you supply your clerks with antiquated means for doing business you cannot blame them if you get antiquated results—and little money.

* * *

If you are going to imitate other merchants, pick out good ones. It is just as difficult to imitate a bad example as a good one, and it produces no compensating results.

* * *

If you let your clerks push the fast and easy sellers, to the exclusion of the slower stock, you will soon find yourself loaded up with a nice aggregation of dead stock.

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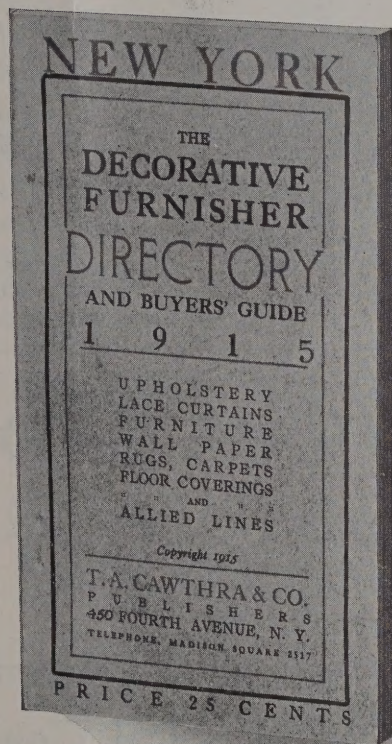
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